



# Academic Plan

## 2005 Update

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## Message from the President

As president of The Ohio State University, it is my pleasure to share the 2005 update to the university's Academic Plan, which outlines our vision, mission, values, and goals for the future. Approved by the Board of Trustees in 2001, the Academic Plan is a 10-year vision founded on six strategies for moving Ohio State ahead as a great teaching and research university.

We're now at the halfway mark of the Academic Plan's timetable. As this update confirms, The Ohio State University is indeed on the move. The National Science Foundation ranks Ohio State among the nation's top 10 public research universities on the basis of funded research, and *U.S. News & World Report* again has named Ohio State the state's best public university and one of the nation's top-ranked public institutions. We have advanced one spot from last year to 21st among the nation's top 50 public universities in the magazine's special edition on America's best colleges, and from 24th two years ago. Thirteen of 17 measured specialties of the OSU Medical Center are ranked among the nation's best by *U.S. News*, and our Ross Heart Hospital is the only ranked heart program in central Ohio. We are serving the citizens of our state in countless other ways as well. As just one example, Ohio State has partnered with Battelle Memorial Institute and the city of Columbus to create an Urban Arts Center in downtown Columbus.

Given these accomplishments, it is scarcely surprising that another measure of confidence in this institution is that we have come to rank eighth in the country among public universities for private giving.

Clearly, the careful planning and hard work of so many have led us to achieve the levels of excellence that characterize an internationally preeminent public research university. At the same time, we are fulfilling our critical mission of service to the citizens of the state of Ohio. I count myself fortunate to have the privilege of serving as your president at this auspicious time in the university's history. I know you will take pride, as I do, in the progress reported in this 2005 update to our Academic Plan.

Sincerely,

Karen A. Holbrook  
President

## Areas of Priority Focus

As we move into the second five years of our Academic Plan, President Holbrook has identified three areas of priority focus for realizing its goals:

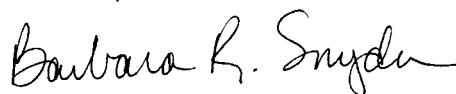
- providing distinctive education for our students;
- facilitating cutting-edge interdisciplinary research; and
- supporting 21st-century outreach and engagement.

While our aspirations for academic excellence will be advanced by other initiatives as well, we expect that these three priority areas will be among the most critical to improving Ohio State's performance over the next five years—and, so, its reputation, nationally and internationally.

That improvement will be hastened by an institutional culture that is dynamic and collaborative, accountable and transparent. As our college and department leaders integrate the three priorities into their units' action plans, they are doing so in the spirit of promoting such a culture.

The areas of priority focus are described below. Our successes to date in delivering on these priorities are reported in this document.

Sincerely,



Barbara R. Snyder  
Executive Vice President and Provost

### 1. Distinctive Educational Experiences and Opportunities for Students

The Academic Plan is predicated on the commitment to enhance the quality of the student experience. For 11 years in a row, Ohio State has been privileged to welcome incoming classes of increasingly well prepared students. To foster this trend and to serve these students, we must provide them with first-rank classroom, research, and service opportunities. We must do our utmost to enhance the education of every undergraduate, graduate, and professional student on our campus. Accordingly, we are revising our General Education Curriculum; implementing a system to support the highest quality doctoral programs; expanding our recruitment and financial aid efforts; taking steps to further diversify our faculty, staff, and student populations; and investing in technology to enrich our teaching and learning environment.

**2. Cutting-Edge  
Interdisciplinary Research  
for Short- and Long-Term  
Societal Benefits**

A clarion call of the Academic Plan is that we develop academic programs that uncompromisingly define Ohio State as the nation's leading public land-grant university. Accomplishing that goal means that we must provide new opportunities for interdisciplinary scholarship, which is essential to understanding complex problems and mastering highest-order learning. Our distinction as a research university rests in no small measure on our ability to help our faculty and students make connections between fields of study and bring to bear the insights from many disciplines in seeking solutions to hunger, disease, illiteracy, resource usage, threats to the environment, and other issues facing the global community. To meet these challenges, the Office of Research established the Large Interdisciplinary Seed Grant Program to spur the development of extramural grant proposals for major interdisciplinary initiatives. Increasing the number of interdisciplinary research institutes will foster collaborations among our most distinguished disciplinary and interdisciplinary scholars as well as leading scholars from other institutions.

**3. Outreach and Engagement  
Initiatives that Connect  
Areas of Academic  
Excellence with Societal  
Needs**

To discharge the Academic Plan mandate that we “set the standard for the creation and dissemination of knowledge in service to [our] communities, state, nation, and the world,” we must increasingly deploy our academic excellence in response to societal needs. One concrete example of our commitment is our Early Childhood Development Center, now under construction at Weinland Park. When it opens in fall 2006, the center will be the first university-based early childhood laboratory school in the nation to be built in a neighborhood of documented need. It will serve up to 88 children, assist their parents in their roles, allow our faculty to conduct research about early childhood education, and provide state-of-the-art training for our students. To date, Ohio State's database of such outreach and engagement activities includes more than 860 entries. In addition, we offer nearly 50 service learning courses that integrate community service projects with classroom learning. This year, to further underscore our responsibility to the communities beyond our campus, we have asked each college and regional campus to include in its pattern of administration a statement that articulates how outreach and engagement activities are embedded in its teaching, research, and service.

# Executive Summary

Since the inception of the Academic Plan in 2001, The Ohio State University has made great strides towards accomplishing its overarching goals. Progress on the Plan's six strategies is summarized below.

## Strategy 1:

### Build a World-Class Faculty

- Ohio State hired some 60 faculty members at senior rank in 2005-06. Recognition of the outstanding accomplishments of our faculty members continues to grow, as this year's roster of national and international awards attests.
- We rank sixth among our 10 benchmark institutions in average faculty salary.
- Central and college-level support made it possible to fund a number of successful counteroffers.
- The newly designed Plan for Health will promote personal health awareness and management.
- The Faculty Career Enhancement Committee has developed recommendations to support the professional development of women and minority faculty members and faculty at associate rank.

## Strategy 2:

### Develop Academic Programs That Define Ohio State as the Nation's Leading Public Land-Grant University

- We have launched the Targeted Investments in Excellence program to spur our rise in national reputation.
- New curricular offerings and degree programs at Ohio State are identifying us as a leader in interdisciplinary research, teaching, and learning.
- Partnerships with Battelle are allowing us to collaborate in tackling such issues as health and the environment and privacy and technology.
- Top quality research space on campus is expanding. Coming facilities with significant research space include the Biomedical Research Tower, the Physics Research Building, Scott Laboratory, and the Psychology Building.
- Ohio State has moved into 10th place among the nation's public universities, based on total research expenditures as measured by the National Science Foundation. In 2005 both research expenditures and new research awards exceeded half a billion dollars.

## Strategy 3:

### Enhance the Quality of the Teaching and Learning Environment

- Renovation of the Thompson Library is slated to start in fall 2006. The new state-of-the-art facility is expected to open in fall 2009.
- Our classroom pool was expanded with the reopening of Page and Hagerty Halls. It will be further expanded when the new Psychology Building opens in late 2005, and Scott Laboratory in 2006.
- The World Media and Culture Center opened in Hagerty Hall, its technologies connecting Ohio State with the world as never before.
- The Recreation and Physical Activity Center is providing the university community with unprecedented opportunities for physical activity and wellness.
- The now-completed Oval renovation has reinvigorated the heart of our campus.

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*Strategy 3, cont'd*

- Because of Ohio State's role in the South Campus Gateway revitalization, we are considered a leader in university-community collaborative urban redevelopment.
- The developing Student Information Systems project, to be fully operational by fall 2009, will integrate all of the university's student-related data.
- Carmen, the next generation of electronic course management, was launched in January 2005.
- Ohio State's Wireless Project is providing users with convenient access to e-mail and Web-based services at some 200 access points campus-wide.

**Strategy 4:  
Enhance and  
Better Serve the  
Student Body**

- A committee has proposed a redesigned undergraduate curriculum, including the General Educational Curriculum.
- Graduate education is being examined to assess our doctoral programs' alignment with the Academic Plan. The structure and functions of the Graduate School are likewise being studied.
- Ohio State now boasts 12 Scholars Programs.
- An Office of Undergraduate Research has been established to help students more readily identify research opportunities and mentors.
- Our four regional campuses continue to provide students with accessible, affordable, high-quality education.
- The university has set aside \$66 million in financial aid for the 2005-06 academic year to ensure that lower-income students continue to have access to an Ohio State education. The Land-Grant Opportunity Scholarship program provides a full scholarship to low-income, high ability students in each of Ohio's 88 counties.
- Ohio State is working to improve compensation and benefits for funded graduate and professional students. The Graduate Associate Compensation and Benefits Committee, a new permanent committee of the University Senate, will be a formal mechanism for addressing such issues.

**Strategy 5:  
Create a Diverse  
University  
Community**

- Seventeen women and 12 minority regular faculty members, one of whom is female, were recruited into senior-level faculty positions during the 2004-05 academic year.
- The President and Provost's Leadership Development Institute is helping develop a pool of leaders from groups that have been traditionally underrepresented in key administrative positions.
- A President's Council on Women's Issues work group has suggested flexible work policies as a means of enhancing faculty recruitment and retention.
- The Todd Anthony Bell National Resource Center on the African American Male has been established to enhance the retention and graduation rates of Ohio State's African American male students.

(continued)

*Strategy 5, cont'd*

- The university has intensified its efforts to recruit minority students. The Office of Minority Affairs (OMA) has launched a series of recruitment messages to the African American and Latino communities and has targeted brand-new recruitment areas. The Office of Undergraduate Admissions and First Year Experience and OMA have developed and distributed targeted recruitment DVDs throughout the country.

**Strategy 6:  
Help Build Ohio's  
Future**

- Ohio State received nearly \$40 million in the latest round of State of Ohio Third Frontier awards.
- Ohio State's research and development program has substantial employment impact. Our half-billion dollar per year R&D program supports more than 16,000 jobs in Ohio.
- Research conducted in the Biomedical Research Tower, slated to open in December 2006, is expected to generate numerous jobs and substantial revenues during its first 10 years.
- SciTech, the university's Science and Technology Village, now houses 43 tenant companies and has received more than \$16 million in venture capital.
- Academic programs are being developed on our regional campuses that respond directly to their communities' needs.
- A multi-year plan for a College Access emphasis in the Columbus Schools has been developed by the Higher Education Partnership group, of which Ohio State is a founding member. The Columbus Public Schools and our P-12 Project have broadened their relationship, while continuing to focus on the Neighborhood Schools Initiative.
- The Community Connection, an initiative to foster student volunteerism, has been expanded to Ohio State's regional campuses and to Columbus State Community College, thanks to the leadership of the P-12 Project.

# Academic Scorecard

Strategic Indicator	Ohio State	Benchmark Universities	OSU Change from Previous Reported Year
<b>Strategy 1: Build a World-Class Faculty</b>		Benchmark Average	
1. Academic Honors and Awards (2004)	55	87.2	10
2. Market Share of Publications (2000-2002)	0.41	0.48	NC
3. Market Share of Citations (2000-2002)	0.63	0.82	0.03
4. Market Share of Federal Research Dollars (2002)	0.81	1.46	-0.03
5. Average Faculty Compensation (FY2005)	\$86,460	\$86,905	\$961
Marginal Increase in OSU/Benchmark Gap			
<b>Strategy 2: Define Ohio State as Leading Public Land-Grant University</b>		Benchmark Average	
1. US News Academic Reputation Score (2005)	3.6	4.0	-0.1
2. US News Arts & Sciences Ph.D. programs among the Top 25 (2005)	4	9.9	-1
3. US News Professional Colleges among the Top 25 (2005)	8	7	
4. US News Professional College Ph.D. Programs/Subdisciplines among the Top 25 (2005)	17	17.4	
5. NRC Academic Ph.D. programs among the top 25% (1992)	9	20	NC
<b>Strategy 3: Enhance the Quality of the Teaching and Learning Environment</b>		National Average	
1. % of Faculty Satisfied Overall (2005)	79.3	77.1	5.7
2. % of Seniors Satisfied with Quality of Educational Experience	80	86	NC
3. % of Seniors Satisfied with Class Size	75	79	NC
4. % of Seniors Satisfied with Quality of Instruction	81	88	
5. % of Seniors Satisfied with Relationships with Faculty	70	78	
<b>Strategy 4: Enhance and Better Serve the Student Body</b>		Benchmark Average	
1. % of Freshmen in the Top 10% of H.S. Class (2004 cohort)	34	59.4	-1
2. Freshman Retention Rate (2004 data; 2003 cohort)	88	91	NC
3. Six-year Graduation Rate (2004 data; 1998 cohort)	62	74.9	NC
4. Four-year Graduation Rate (2004 data; 2000 cohort)	39	46.5	4
5. Average GMAT score for MBA students (2004)	664	665	-1
6. Average LSAT range for Law students (2004)	156-162	159-165	2
7. Average GRE verbal score for graduate students (2004)*	527	502	6
8. Average GRE quantitative score for graduate students (2004)*	647	671	5
9. Average GRE analytic score for graduate students (2004)*	643	629	NA
10. % of Seniors Satisfied with Quality of Academic Advising	63	64	NC
National Average **			
<b>Strategy 5: Create a Diverse University Community</b>		Benchmark Average	
1. % of Women Tenured/Tenure Track Faculty (2003)	28.2	27.1	NC
2. % of African American, Hispanic, and Native American Tenured/Tenure Track Faculty (2003)	5.5	6.7	NC
3. % of Minority Staff (2003)	19.7	22.8	NC
4. % of African-American & Hispanic Students (2004)	10	11.7	NC
5. African-American Freshmen Retention Rate (2004 data; 2003 cohort)	81	87	NC
6. Hispanic Freshmen Retention Rate (2004 data; 2003 cohort)	87	88	4
7. African American Six-Year Graduation Rate (2004 data; 1998 cohort)	45	58	3
8. Hispanic Six-Year Graduation Rate (2004 data; 1998 cohort)	53	63	NC
<b>Strategy 6: Help Build Ohio's Future</b>		Benchmark Average	
1. Number of Invention Disclosures (2003)	130	202	15
2. Number of Patent Applications (2003)	35	82	2
3. Number of Patents Awarded (2003)	21	50	1
4. Number of License/Options Executed (2003)	42	63	27
5. Number of Start Up Companies (2003)	4	4	-4
6. Revenue from Income Generating Licenses (2003)	\$0.6 mil	\$16.9 mil	(\$200,000)

Note: Benchmark institutions are large, comprehensive, Research I universities, many of which currently outrank Ohio State in various reputational surveys. Some data discrepancies between this and previous years' scorecards exist due to minor changes in reporting methodologies and error corrections.

\*The Academic Plan Scorecard reports weighted average GRE scores for students enrolled in programs for which 90% or more of admitted students submitted GRE scores and GRE scores were required. The included programs vary slightly from year to year. The "OSU Change from Previous Reported Year" reflects the change for all programs meeting the criteria for inclusion in 2002.

\*\*National average computed from most recent available data (2003)

# Academic Plan Strategies: 2005 Progress

The following information highlights major areas of progress on the Academic Plan's six strategies.

## STRATEGY 1: BUILD A WORLD-CLASS FACULTY

1. Over the next three to five years, recruit at least 12 faculty members who have attained or have the potential to attain the highest honors in their disciplines, concentrating these appointments in areas of strategic focus.

Ohio State hired some 60 faculty members at senior rank in academic year 2005-06, with one-third of them recruited at the rank of professor, including our latest Ohio Eminent Scholars, Joseph P. Heremans, Ohio Eminent Scholar in Computational Nanotechnology and Department of Mechanical Engineering; and Julian F. Thayer, Ohio Eminent Scholar in Health Psychology and Department of Psychology. Others of our new senior faculty bring us international distinction in such diverse fields as Chicano/a and Latino/a literature and film; human cancer genetics; child welfare; printmaking; and the effects of media on beliefs and behavior.

The national and international recognitions garnered by our faculty are evidence of their eminence. Among these many recognitions are the following:

- Malcolm Chisholm of the Department of Chemistry and Lonnie Thompson of the Department of Geological Sciences were elected to the National Academy of Sciences. Their election brings to nine the number of Ohio State faculty so honored. Professor Thompson was also one of two scientists to win the 2005 Tyler Prize for Environmental Achievement, an award regarded by some in the field as equivalent to a Nobel Prize.
- Rebecca Jackson, an expert in endocrinology at Ohio State and nationally recognized leader in women's health, was named a "Local Legend" by the American Medical Women's Association.
- John P. Hirth, a professor emeritus of Ohio State's College of Engineering and one of the world's preeminent materials scientists, was elected a Fellow of the American Academy of Arts and Sciences.
- For her research on SARS, Linda Saif of OARDC was one of 10 individuals nationwide to be recognized with an AARP Impact Award for improving the world we live in.
- *Arc of Justice: A Saga of Race, Civil Rights, and Murder in the Jazz Age* by Kevin Boyle of the Department of History won the National Book Award for non-fiction, the Society of Midland Authors Book Award, and the *Chicago Tribune* Heartland Prize.
- Architecture Professor Laurel McSherry was one of five finalists, from a field of more than 1,000 entries, in the Flight 93 Memorial Design Project Competition honoring the actions of the passengers and crew of the airliner that was hijacked and crashed on September 11, 2001.
- Mei-Po Kwan, Department of Geography, was named 2005 researcher of the year by the University Consortium for Geographic Information Science.



**2. Implement a faculty recruitment, retention, and development plan – including a competitive, merit-based compensation structure that is in line with peer institutions.**

Ohio State has made substantial progress with faculty salary increases. Three years ago, when Ohio State's average salary was \$74,840, it was ranked eighth out of its 10 benchmark institutions and was 6.1 percent below the benchmark average. The university's average salary is now \$86,460, which places it sixth out of the 10 institutions and 0.5 percent below the average. At the end of last year, we had moved to the 15th position among AAU public institutions and to 13th on the list of *U.S. News & World Report* public institutions.

In 2005, Ohio State invested more than \$1.5 million in faculty counteroffer support to retain our outstanding faculty.

We have designed a comprehensive Plan for Health that will promote personal health awareness and health management. To be implemented from 2006 to 2010, the new plan will provide support and technological resources to help individuals improve their health and wellness, while ultimately helping Ohio State manage costs.

The Faculty Career Enhancement Committee has developed recommendations for integrating professional and personal life. Intended to support the professional development of women and minority faculty members, and associate professors especially, these recommendations provide guidance on mentoring, peer evaluation, professional leave, recruitment, and support for interdisciplinary activities.

## **STRATEGY 2: DEVELOP ACADEMIC PROGRAMS THAT DEFINE OHIO STATE AS THE NATION'S LEADING PUBLIC LAND-GRANT UNIVERSITY**

**3. Continue the Strategic Investment approach by competitively funding initiatives that build programmatic strength and open new fields. Build on existing capabilities and capture opportunities specific to Ohio State and to Ohio. Maintain ongoing multidisciplinary initiatives where appropriate and develop new initiatives that draw on university-wide strengths to attack major problems of the next quarter century. Create multidisciplinary centers that can attract additional faculty in key areas, helping reduce student-faculty ratios in high demand fields.**

To sustain and spur our rise in national reputation, Ohio State has launched the Targeted Investments in Excellence program. Approximately \$100 million over a five-year period will be invested in those departments or programs that, thanks to such funding, could be moved to the top of their field and, as a result, significantly impact the university's academic stature. The program will be jointly supported by central funds and the targeted units' colleges.

Ohio State is making its mark as a leader in interdisciplinary research, teaching, and learning. In 2005 a new undergraduate honors track in biomedical sciences was created, as were an interdisciplinary major in film studies and interdisciplinary minors in neuroscience and legal foundations of society. There are now nine graduate interdisciplinary specializations and eight graduate minors, with another 19 specializations or minors in the approval process.

We are continuing to expand Ohio State's partnership with Battelle that includes collaborations with a number of our units. Battelle has teamed with colleagues in the College of Mathematical and Physical Sciences, for instance, to develop a comprehensive statistical model of how potentially harmful metals in the environment find their way into the human body.

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*Overall Academic Plan Progress, cont'd*

Another collaboration links Battelle with the John Glenn Institute to foster dialogue and research associated with such contemporary policy issues as the relationships between privacy and technology.

4. Significantly increase space dedicated to funded research beyond what is currently planned. Include a multidisciplinary building devoted to high quality research space as well as to office and meeting space.

Work is proceeding on Ohio State's Biomedical Research Tower, scheduled to open in December 2006. The research that it will support is expected to attract significant extramural financial support and lead to new patents and licensing opportunities. Other coming facilities with significant research space include the Physics Research Building, Scott Laboratory (Mechanical Engineering Building), and the Psychology Building. Jennings Hall, anticipated to reopen in 2007, will be the home of the Mathematical Biosciences Center funded by the National Science Foundation.

In addition to advances in research space, The Ohio State University has also made important advances in national research rankings. Ohio State is now one of the top 10 public research universities in the country, based on total research expenditures. Rankings by the National Science Foundation (NSF), Division of Science Resources Statistics, show that the university moved into 10th place among public universities and into 15th place among all research universities, public and private. The NSF ranks Ohio State sixth in the country among all universities for industry-sponsored research. In 2005 research expenditures exceeded \$511 million. New research awards to Ohio State approached \$553 million.

### STRATEGY 3: ENHANCE THE QUALITY OF THE TEACHING AND LEARNING ENVIRONMENT

5. Transform the library into a 21st century Information Age center within the next five to 10 years.

The need to renovate the Thompson Library is specifically identified in the Academic Plan. We are committed to transforming it into a facility whose paper and digital information services befit a leading research university library. Though the reduction in the state's capital budget caused us to delay the renovation for one year, construction should start in fall 2006. The rehabilitation is expected to cost \$100 million, with 70 percent provided by state funds and 30 percent from private fund-raising. To date, we have raised \$15 million—fully half—of that fund raising goal. The new library is expected to open in fall 2009.

6. Upgrade the quality of our classroom pool space and enhance the appearance of the campus facilities and grounds.

The classroom is a key component of the student experience. In 2005 our classroom pool was substantially expanded with the reopening of a number of buildings, all boasting state-of-the-art technology classrooms. Notable among these were:

- Page Hall, which houses the John Glenn Institute and the School of Public Policy and Management, with three 60- to 90-seat pool classrooms; and
- Hagerty Hall, home to our modern foreign languages and cultures departments, with 12 classrooms and a 250-seat lecture hall.

- The new Psychology Building, scheduled to open in December 2005, will contain three auditorium classrooms with a total seating capacity of 240.
- The Department of Mechanical Engineering's Scott Laboratory is also under construction and, when it opens in 2006, will include 14 classrooms.

The World Media and Culture Center opened in 2005, ushering in a new era of international experience on campus. This centerpiece of the renovated Hagerty Hall is fitted with cutting-edge technologies that give students access to such real-time international opportunities as satellite television broadcasts from around the world. While the World Media and Culture Center provides our students with a virtual international experience, increasing numbers of them are enriching their Ohio State education with a study abroad component. In 2005 more than 1,400 undergraduates studied in some 90 programs in 40 countries. By graduation, more than 16 percent of our students will have had a study abroad experience.

The Recreation and Physical Activity Center (RPAC) opened its Adventure Recreation Center; a five-pool aquatics center; and the Rec Main building, with fitness space, basketball and racquetball courts, an indoor jogging track, a café, and offices for the Student Wellness Center. A fourth facility, opening in 2007 and situated on the site of Larkins Hall, will house the College of Education's School of Physical Activity and Educational Services as well as classrooms, exercise science laboratories, and recreation areas.

The Oval, the heart of our campus, reopened in September following a year-long renovation that included the installation of an irrigation system, new walkways, lights, and landscaping elements.

The opening of the South Campus Gateway, a \$100 million project along North High Street, has provided the Ohio State community and the community at large with a dynamic blend of new entertainment, retail, and office space, rental housing, and parking. Because of our commitment to this revitalization effort, Ohio State is recognized as a leader in university-community collaborative urban redevelopment.

**7. Provide faculty, staff, and students with the latest technology tools for leadership in teaching, research, and career development within the next five years.**

We have begun planning for the Student Information Systems project, a four-year initiative to be phased in, starting in fall 2008. This suite of management modules will integrate Ohio State's student-related data. All modules—academic advising, financial aid, recruiting and admissions, student financials, and student records—are slated to be fully operational by fall 2009.

Carmen, the next generation of Ohio State's course management system, was launched in January 2005. This e-learning environment gives students access to online course content and supporting materials and allows them to complete online class work and communicate with their professor and class members. Such university resources as the library and registrar's office are also available to Carmen users, since it is integrated with other campus systems.

*(continued)*

*Overall Academic Plan Progress, cont'd*

The first phase of Ohio State's Wireless Project was launched in September 2005. This initiative allows faculty, staff, and students to log into any of some 200 wireless hotspots in more than 60 campus buildings and student gathering areas.

**STRATEGY 4: ENHANCE AND BETTER SERVE THE STUDENT BODY**

8. Within the next three years, make admission to Ohio State selective throughout the year for new freshmen and for all transfer students.

Selective admissions were fully implemented with the class that entered in fall 2003.

9. Create a rich educational environment for undergraduates. Increase course accessibility, reduce class sizes, and establish at least 10 Scholars Programs within five years – expanding opportunities for students to live with those who share common interests and enhancing students' academic success and sense of community. Provide academic programming, advising, and career counseling within these communities.

Responding to student concerns, a faculty-student committee has reviewed the undergraduate curriculum, including the General Education Curriculum as well as the total number of hours required for graduation. The committee's findings and recommendations will be broadly discussed by the university community and formal processes undertaken to implement those changes that are deemed appropriate in light of these discussions.

Graduate education is likewise being reviewed. A Committee on Graduate Education is studying our doctoral programs to assess their alignment with the Academic Plan and consider how to support doctoral education most effectively. At the same time, a Committee to Review the Graduate School has been asked to examine the structure and functions of the Graduate School to ensure that Ohio State remains a premier public land-grant research university. Graduate education will become the focus of an institutional self-study that is part of the re-accreditation process that starts in 2007.

Ohio State now has 12 Scholars Programs: Architecture; Arts; Biological Sciences; Communication Technology; Environment and Natural Resources; Health Sciences; Humanities; International Affairs; Mount Leadership; Pharmacy; Politics, Society, and Law; and Tomorrow's Teachers. With these 12 programs, we have exceeded the goal of 10 recommended by the Academic Plan.

To respond to our students' growing demand for research experiences, the Offices of Academic Affairs and Research have created a new Office of Undergraduate Research to help students identify research opportunities and mentors. In addition, all colleges with undergraduate programs now offer undergraduate research experiences. This year more than 300 students—an all-time record—displayed their work at the Denman Undergraduate Research Forum. In the past five years, 1,100 students have participated in the Denman Forum and more than 180 in summer symposiums; 1,300 have completed honors theses, and nearly 6,000 have enrolled in internship courses.

Our regional campuses remain open admissions locations and continue to extend the university's resources geographically, providing students with accessible, affordable, high-quality educational opportunities. The campuses at Lima, Mansfield, Marion, and Newark are thus central to Ohio State's land-grant mission of creating opportunities for all citizens of our state. They are increasingly integrated with the Columbus campus in important academic support areas such as admissions, advising, and libraries.

- 10. Provide ample need-based and merit-based aid for undergraduates and a competitive financial aid and fellowship support package for graduate and professional students to improve Ohio State's graduate and professional matriculation rate.**

We are making every effort to keep costs down while maintaining the excellence of our academic programs and the overall student experience. The university has set aside \$66 million in financial aid for the 2005-06 academic year to ensure that lower-income students will continue to have access to an Ohio State education.

The Land-Grant Opportunity Scholarship program was launched this year. It offers a full scholarship, worth up to \$17,000 a year, to low-income, high-ability students in each of Ohio's 88 counties.

Ohio State is in the middle of a long-term plan to improve compensation and benefits for funded graduate and professional students. For the first time a health insurance subsidy is being extended to eligible dependents of graduate students and fellows. The Graduate Associate Compensation and Benefits Committee, created this year as a permanent committee of the University Senate, provides a formal mechanism for addressing issues critical to support for funded graduate students at Ohio State.

## STRATEGY 5: CREATE A DIVERSE UNIVERSITY COMMUNITY

- 11. Hire at least five to 10 women and five to 10 minority faculty at a senior level each year for five years through the Faculty Hiring Assistance Program (FHAP) and other initiatives.**

Seventeen women and 12 minority regular faculty members, one of whom is female, were recruited into senior-level faculty positions and arrived on campus during the 2004-05 academic year. To assist with such recruitment, the Office of Academic Affairs provided more than \$1 million over three years through the Faculty Hiring Assistance Plan.

The President and Provost's Leadership Development Institute was established. This initiative, a collaboration of the Women's Place and the Office of Human Resources, is meant to develop a pool of potential leaders from groups that have been traditionally underrepresented in key administrative positions.

The President's Council on Women's Issues has issued a work group report suggesting a number of strategies for enhancing faculty recruitment and retention, including flexible work loads for tenure-track faculty.

*Overall Academic Plan Progress, cont'd***12. Recruit, support, and retain to graduation larger numbers of academically able minority students.**

The Todd Anthony Bell National Resource Center on the African American Male has been established to enhance the retention and graduation rates of our university's African American male students. The center will also contribute to a national dialogue on these issues.

The Office of Minority Affairs (OMA) has launched a series of state-wide radio and television recruitment messages directed to the African American and Latino communities and, through data analysis, has been able to target additional recruitment areas throughout the country. In collaboration with the Office of Undergraduate Admissions and First Year Experience, OMA has established a number of population-specific recruitment advisory boards. The two offices have also collaborated in the development of targeted recruitment DVDs. Thousands of the DVDs have been mailed to students throughout the country.

**STRATEGY 6: HELP BUILD OHIO'S FUTURE****13. Become the catalyst for the development of Ohio's technology-based economy. Increase collaborations with the private sector to enhance research, successfully transfer university technology, and provide experiential learning and career opportunities for students.**

In May 2005, Ohio State learned that it was once again successful in competing for State of Ohio Third Frontier awards. In the latest competition, Ohio State received nearly \$40 million from this program, through which the state partners with higher education and private industry to expand Ohio's high-tech research capabilities and promote innovation and company formation. Ohio State's newly funded projects will lead to improved components for automobiles and other manufactured products, new technologies to produce products such as lubricants and adhesives from Ohio-grown raw materials, and new therapies aimed at stopping the effects of multiple sclerosis and cancer. Ohio State works with more than 40 private industry partners in these projects as well as universities throughout the state.

The employment impact of Ohio State's research and development program is substantial. Of the university's R&D expenditures in 2005, some \$16.5 million supported the development and commercialization of applied technologies under the Jobs for Ohio-Third Frontier Program. In addition, according to employment multipliers maintained by the U.S. Commerce Department, each \$1 million expended in R&D supports 32 jobs in the local community. That means that Ohio State's half-billion dollar per year R&D program supports more than 16,000 jobs in our state.

Research conducted in the Biomedical Research Tower, opening in 2006, promises to have a major impact on the Ohio economy, generating an estimated \$3.7 billion and 17,000 new jobs during its first 10 years in operation.



SciTech, the university's Science and Technology Village, now houses 43 tenant companies and has received more than \$16 million in venture capital. SciTech is an active partner in TechColumbus, an umbrella organization that serves as an entry point for entrepreneurs and businesses interested in starting and locating technology-based organizations in Columbus.

Academic programs are being developed on our four regional campuses that respond directly to their communities' needs. Included are courses and programs to target such specific local concerns as the need for additional health care and social systems professionals.

- 14. Significantly strengthen the scope and effectiveness of our commitment to P-12 public education, with a special focus on the education of underserved children and youth. In so doing, work with the State of Ohio and selected local school districts. This initiative will be a university-wide partnership with the College of Education in the lead college role.**

A strategic plan for a College Access emphasis in the Columbus Public Schools has been developed by the Higher Education Partnership group, of which Ohio State is a founding member. In addition to Ohio State, the group consists of representatives from Capital University, Columbus College of Art and Design, Columbus State Community College, Ohio Dominican University, and Otterbein College, as well as the Columbus Public Schools. This multi-year plan lays the groundwork for a systemic approach to enhancing the college aspirations of Columbus Public School students.

The Columbus Public Schools and the P-12 Project have broadened their relationship. New parameters have been developed to provide greater collaboration for research, scalability, and evaluation. The enhanced relationship maintains a focus on the Neighborhood Schools Initiative, a P-12 program that assists Ohio's Schools, particularly those with underserved students.

The P-12 Project has taken the lead on expanding the Community Connection initiative to include Ohio State's regional campuses, as well as its first non-Ohio State partner, Columbus State Community College. Community Connection facilitates the recruitment, training, placement, and support of students as volunteers in local communities. This expansion will eventually allow Community Connection to reach all 88 Ohio counties through OSU Extension.

# Academic Highlights

- ✓ For the 11th consecutive year, the incoming freshman class was the best prepared class in Ohio State's history.
  - Average ACT score is now 25.8.
  - 39% of the freshmen were in the top 10% of their high school class.
  - 77% ranked in the top 25% of their high school class.
  - 16% of the incoming class were students of color, compared to 15.4% in 2004. This reflects a nearly 7% increase in enrollment of new African American students and a nearly 6% increase in Hispanic enrollment.
- ✓ Freshman retention rate was 89.7%. The national average among public institutions that award Ph.D.s is 77.5%.
- ✓ Six-year graduation rate was 68%. Even though enrollment has remained fairly steady, the size of the graduating classes has been steadily increasing. Each of the last three spring graduating classes has set new records, with 6,882 graduates in 2003; 7,203 in 2004; and a record 7,335 students in 2005.
- ✓ 2005 research grants reached an all-time high of \$552 million. The latest government statistics put Ohio State 10th among the nation's public universities in research expenditures.
- ✓ Ohio State now has
  - nine members of the National Academy of Sciences;
  - 10 members of the National Academy of Engineering;
  - three members of the Institute of Medicine; and
  - eight members of the American Academy of Arts and Sciences.
- ✓ For the third straight year, Ohio State has led the country in the number of faculty named as fellows of the American Association for the Advancement of Science (AAAS). This year 20 faculty were so recognized. In all, 120 Ohio State faculty members have earned recognition as fellows of the AAAS, making the community of AAAS fellows at Ohio State one of the largest in the country.
- ✓ Two new Ohio Eminent Scholars joined our faculty in 2005-06, bringing to 12 the number of Ohio Eminent Scholars hired in the last five years.

For more information about The Ohio State University Academic Plan, visit  
[www.osu.edu/academicplan](http://www.osu.edu/academicplan)